Roll No										

PRESIDENCY UNIVERSITY

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Bengaluru

GAIN MORE KNOWLEDGE REACH GREATER HEIGHTS

Even Semester End Term Examination, May / June 2026		
Date: 21/05/2026		**Time: 09.30 AM - 12.30 PM**
Course Code: COM2058	**Course Name: Strategic Business Leader**	
Semester: Fourth Semester	**Max. Marks: 100**	**Weightage: 50%**

CO - Levels	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**
Marks	**36**	**36**	**36**	**36**	**36**

Part A: Answer Following Questions. 20 M

Qn.No	**Questions**	**M**	**CO**	**BT**
1	List the concept of three levels of strategy in an organization.	2	CO1	BT2
2	Define strategic position and state its key components.	2	CO1	BT2
3	What are threshold capabilities?	2	CO2	BT1
4	Describe core competences with an example.	2	CO2	BT1
5	State the meaning of Porter's Value Chain.	2	CO3	BT2
6	Identify Critical Success Factors (CSFs).	2	CO3	BT2
7	Outline the concept of Balanced Scorecard.	2	CO4	BT2
8	Define Benchmarking.	2	CO4	BT1
9	What is Corporate Parenting?	2	CO5	BT1
10	Recall the concept of globalisation.	2	CO5	BT2

Part B: Answer Any 1 Following Questions. 16 M

Qn.No	**Questions**	**M**	**CO**	**BT**
11.a	Ram Ltd. is analyzing its external macro-environment to understand future opportunities and threats. Explain the PESTEL framework and discuss how each factor impacts strategic decisions.	6	CO1	BT3
11.b	Rahim Ltd. is evaluating industry competition before entering a new market. Apply Porter's Five Forces model and explain how each force affects industry attractiveness.	10	CO1	BT3

12.a	Kamal Ltd. is analyzing its national competitive advantage for global expansion. Summarize Porter's Diamond Model and its determinants.	6	CO1	BT3
12.b	Camlon Ltd. operates in a rapidly changing market and wants to ensure its long-term success by aligning its goals, resources, and activities. However, lack of coordination between departments and short-term focus has affected its strategic direction and decision-making process. Required: a) Explain the concept of strategic planning. (5 Marks) b) Discuss the importance of a long-term perspective in strategy. (5 Marks)	10	CO1	BT3

Part C: Answer Any 1 Following Questions. 16 M				
Qn.No	**Questions**	**M**	**CO**	**BT**
13.a	Vimal Ltd. wants to assess its internal strengths and weaknesses along with external opportunities. Discuss SWOT analysis and its role in strategy formulation.	6	CO2	BT3
13.b	Varix Ltd. faces intense competition and must decide how to position itself in the market. The company is considering offering low-cost products or differentiating through quality and innovation but is unsure which approach will provide sustainable competitive advantage. Required: a) Explain Porter's Generic Strategies. (5 Marks) b) Discuss the advantages and limitations of each strategy. (5 Marks)	10	CO2	BT3
14.a	Arun Ltd. is trying to understand how knowledge can be transformed into competitive advantage. Explain the stages of knowledge management and their importance.	6	CO2	BT3
14.b	Shudem Ltd. is planning to expand its business and is evaluating multiple strategic options. Management is struggling to choose the best alternative due to uncertainty, limited resources, and differing stakeholder expectations regarding risk and return. Required: a) Explain the concept of strategic choice. (5 Marks) b) Discuss how strategic options are generated and evaluated. (5 Marks)	10	CO2	BT3

Part D: Answer Any 1 Following Questions. 16 M				
Qn.No	**Questions**	**M**	**CO**	**BT**
15.a	Varun Ltd. wants to improve organizational learning and performance. Explain the concept of organizational learning and knowledge sharing in strategy.	6	CO3	BT3

15.b	Josh Ltd. is exploring growth opportunities in new and existing markets. The company is considering launching new products, entering new markets, or diversifying its operations but is concerned about the risks and resource requirements involved. Required: a) Explain Ansoff's Matrix. (5 Marks) c) Recommend suitable growth strategies with justification. (5 Marks)	10	CO3	BT3
16.a	Simal Ltd. is reviewing how innovation contributes to competitive advantage. Explain the role of innovation in strategy and its strategic outcomes.	6	CO3	BT3
16.b	Kavin Ltd. has developed strong strategies but is facing challenges in execution due to unclear roles, lack of resources, and resistance from employees. As a result, the company is unable to achieve its strategic objectives effectively. Required: a) Explain the concept of strategy implementation. (5 Marks) b) Discuss the role of structure and resources in implementation. (5 Marks)	10	CO3	BT3

Part E: Answer Any 1 Following Questions. 16 M

Qn.No	Questions	M	CO	BT
17.a	Dua Ltd. is considering improving its strategic analysis process. Explain the importance of strategic analysis in decision-making.	6	CO4	BT3
17.b	GHI Ltd. is trying to improve decision-making by questioning assumptions and validating information before taking action. Explain the concept of professional scepticism and discuss the key aspects involved in applying scepticism in practice.	10	CO4	BT3
18.a	Parvin Ltd. wants to evaluate how environmental changes impact its strategy. Explain how external environmental factors influence strategy formulation.	6	CO4	BT3
18.b	Jansv Ltd. is evaluating its performance by comparing itself with other organizations in the industry and across different sectors to improve efficiency and competitiveness. Explain the concept of types of benchmarking and discuss how each type can be used to improve organizational performance.	10	CO4	BT3

Part F: Answer Any 1 Following Questions. 16 M

Qn.No	Questions	M	CO	BT
19.a	Aeries Ltd. operates in a dynamic business environment where managers are expected to demonstrate multiple professional capabilities while making strategic decisions. Explain the five professional skills required for a modern leader and discuss how each skill contributes to effective decision-making.	6	CO5	BT3

19.b	Xavier Ltd. wants to improve the quality of its strategic thinking to remain competitive in the long term. Summarize the key elements of strategic thinking and discuss how each element supports long-term organizational success.	10	CO5	BT3
20.a	Dharma Ltd. is facing difficulty in analyzing business problems effectively due to lack of structured analytical approach. Explain the steps involved in effective analysis and discuss how each step helps in better decision-making	6	CO5	BT3
20.b	STU Ltd. is planning to enhance its research and development capabilities. Explain the key elements of an R&D strategy and discuss how each element supports innovation.	10	CO5	BT3